

Follow up evaluation of HSE's web based Work-Related Violence Toolkit

Prepared by the **Health and Safety Laboratory**
for the Health and Safety Executive 2010

Follow up evaluation of HSE's web based Work-Related Violence Toolkit

Emma Wilde
Helen Beers

Harpur Hill
Buxton
Derbyshire
SK17 9JN

This project is the second phase of the evaluation of the 'Managing violence in licensed and retail premises' toolkit. The toolkit is aimed at duty holders in licensed and retail premises and is also intended as a resource for Local Authority inspectors.

The HSE was interested in collecting feedback about the toolkit from people who had used it and were, therefore, able to comment on its usability and effectiveness. The evaluation used an online survey placed on the HSE violence website, and semi-structured telephone interviews to collect data from duty holders, Local Authority inspectors and stakeholders in the toolkit.

Findings indicated that although a large number of respondents were aware of the toolkit, a small number (28) had actually used it. The majority of those users said that they had found it helpful. The main groups using the toolkit were Local Authorities and the licensed and retail sectors, which represents the HSE target audience. Although, the findings indicate that the toolkit is not reaching the small and medium enterprises (SMEs) within these sectors, ie those organisations employing less than 250 people. The respondents from outside the target audience represented housing, healthcare and training and consultancy organisations.

The telephone interviews generated insights about how duty holders and Local Authority inspectors use the toolkit. Duty holders used it as a source of reference to update existing policies and procedures, and as a source of best practice to compare existing approaches against. Local Authority inspectors found the toolkit useful when explaining the issue of work related violence to duty holders.

This report and the work it describes were funded by the Health and Safety Executive (HSE). Its contents, including any opinions and/or conclusions expressed, are those of the authors alone and do not necessarily reflect HSE policy.

HSE Books

© Crown copyright 2010

First published 2010

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means (electronic, mechanical, photocopying, recording or otherwise) without the prior written permission of the copyright owner.

Applications for reproduction should be made in writing to:
Licensing Division, Her Majesty's Stationery Office,
St Clements House, 2-16 Colegate, Norwich NR3 1BQ
or by e-mail to hmsolicensing@cabinet-office.x.gsi.gov.uk

ACKNOWLEDGEMENTS

The researchers would like to thank all of the participants that took part in the telephone interviews. The time that they took to do this is greatly appreciated.

CONTENTS

1	INTRODUCTION.....	1
2	METHODOLOGY.....	3
2.1	Introduction.....	3
2.2	Sample	3
2.3	Data Collection	4
2.4	Data analysis	5
3	FINDINGS.....	6
3.1	Online survey results	6
3.2	Telephone interview results	13
3.3	Findings from stakeholder interviews.....	17
4	CONCLUSIONS.....	20
5	REFERENCES.....	23
6	APPENDICES.....	24
6.1	Appendix 1: Online survey questionnaire	24
6.2	Appendix 2: Record of consent form.....	28
6.2	Appendix 3: Duty holder interview guides.....	29
6.3	Appendix 4: Local Authority inspector interview guide.....	36
6.4	Appendix 5: Stakeholder interview guide.....	39

EXECUTIVE SUMMARY

Background

This report is the second phase of the evaluation of the “Managing violence in licensed and retail premises” toolkit. The toolkit was designed in response to Government policy and national statistics on crime, disorder and risk of violence. It is aimed at duty holders in licensed and retail premises and is also intended as a resource for Local Authority inspectors.

The first evaluation phase collected data, in the format of case studies, from duty holders in licensed and retail premises in order to understand their experiences of, and approach to, managing violence.

The HSE was interested in collecting feedback about the toolkit from people who had used it and were, therefore, able to comment on its usability and effectiveness. The evaluation used an online survey placed on the HSE violence website, and semi-structured telephone interviews to collect data from duty holders, Local Authority inspectors and stakeholders in the toolkit.

In addition to questions about the toolkit, HSE took the opportunity to get feedback on the violence website generally.

Objectives

The objectives of the evaluation were to answer the following questions:

- How have duty holders used the work-related violence toolkit? What changes have they implemented as a result of using it?
- What prevents duty holders from implementing any changes after using the toolkit (i.e. what barriers do they identify)?
- How have Local Authority inspectors used the toolkit in their dealings with duty holders? Has using the toolkit contributed to their crime/violence reduction targets?
- What do duty holders and Local Authority inspectors think could be done in the future to reduce work-related violence? What would enable them to reduce violence?
- What are duty holder’s perceptions of the accessibility and usability (i.e. ease of access to the toolkit, its usability and whether it is providing the information they need)?

Main Findings

The online survey generated 220 completed sets of data, with 48% of respondents reporting that they were aware of the toolkit.

Because the evaluation sought to explore the usability and usefulness of the toolkit it was important that respondents were aware of, or had used the toolkit. Therefore respondents who reported that they were not aware of the toolkit were routed, by the online survey, directly to the

questions about the website and did not answer questions about the toolkit. They were also advised about the location of the toolkit and encouraged to try it and return to the questionnaire. Predominantly those that were aware of the toolkit represented larger organisations or Local Authorities

Of those respondents accessing the on line survey, 42% reported that they had experienced work related violence in the last three months.

Although a large number of respondents were aware of the toolkit, only 28 of these had actually used it. The majority of those users said that they had found it helpful. The main groups using the toolkit were Local Authorities and the licensed and retail sectors, which represents the HSE target audience. Although, the findings indicate that the toolkit is not reaching the small and medium enterprises (SMEs) within these sectors, i.e. those organisations employing less than 250 people. The respondents from outside the target audience represented housing, healthcare and training and consultancy organisations.

The telephone interviews generated insights about how duty holders and Local Authority inspectors use the toolkit. Duty holders used it as a source of reference to update existing policies and procedures, and as a source of best practice to compare existing approaches against. Local Authority inspectors found the toolkit useful when explaining the issue of work related violence to duty holders.

Whilst duty holders and Local Authority inspectors found the toolkit useful they also had some suggestions for how it could be improved. Although not necessarily within HSE's remit, the key suggestions included:

- More case studies,
- Expanding the toolkit to be relevant to a wider range of sectors, and
- Having some kind of hierarchy/list of costs for various solutions/control measures.

A number of changes to the way in which duty holders manage violence were identified. These included;

- Immediate barring,
- Staff education and training, and
- Alterations to shop design.

However, these changes cannot be directly attributed to using the toolkit. Duty holders reported that the changes they had made had led to a number of positive outcomes, including helping them with recruitment because people wanted to work for them.

The findings suggest that the toolkit may have encouraged Local Authority inspectors to make changes to how they deal with duty holders. Inspectors reported having an increased awareness of work related violence issues, and as a result, were spending more time discussing the issues with duty holders and providing useful and practical advice.

Although the toolkit was well received, Local Authority inspectors were unable to say whether the toolkit was having an impact on the way duty holders manage work related violence. It was suggested that this might be clearer next year when duty holders are revisited. The priority for

Local Authority inspectors, at the moment, was considered to be getting information about the toolkit into businesses, and an evaluation would follow at a later date.

The evaluation of the website identified that 69% of respondents rated it as excellent or good overall. Although not necessarily within HSE's remit, suggestions for improvements to the website included:

- Adding information for sectors not already covered,
- More case studies
- A frequently asked questions section and
- Adding further information to cover issues such as lone working and drug detection.

Limitations of the evaluation

It is acknowledged that there are a number of limitations to this current evaluation. The interview sample of duty holders was predominantly from very large organisations, and included one training provider. Thus, the views of small duty holders were primarily limited to those gained from responses to the online survey, and were supplemented by the views provided about duty holders, which were obtained from the Local Authority and Stakeholder interviews.

However, whilst the sample of duty holders was small, there were recurring findings from the duty holder interviews that were backed up by evidence provided by Local Authority inspectors and stakeholders, indicating that a full range and depth of views had been obtained.

Conclusions

A number of key lessons and suggestions have emerged from this evaluation:

- So far, the toolkit has not penetrated the SME audience.
 - The toolkit is available in hard copy but the main use is expected to be via the website but many smaller organisations may not have access to the Internet.
 - Those that do have access may be daunted by the volume of information, and therefore as suggested from the telephone interview findings it may be useful to break down the information
 - The information is not always in a usable form and there have been suggestions that it should include a hierarchy of control measures or lists of the costs of various solutions.
 - Stakeholders suggested more promotion and using a joined up approach from various public service agencies, as well as the right contact from regulators would raise awareness of the toolkit with SMEs.
- Duty holders are not willing/happy to talk about the toolkit, according to feedback from those for a telephone interview.
 - This may indicate that they do not know enough about/are not aware of the toolkit.

- Stakeholders suggest it may be that the toolkit is not reaching SMEs as there has not been enough promotion of the toolkit or the methods of promoting the toolkit have not been appropriate for SMEs.
- Some Local Authorities are using and promoting the toolkit, but it may be that this is not universally happening and more promotion with and by LAs is required.
- Consideration of some form of advertisement campaigns may also promote the toolkit with SMEs.
- The responses to the online survey show that the toolkit is being used by sectors outside licensed and retail outlets.
 - This indicates that the problem is wider than these sectors and other sectors are looking for guidance on work related violence and find the toolkit useful.
 - It may be beneficial to expand the information in the toolkit to cover a wider range of sectors, or to develop similar guidance for other sectors.
 - The online survey and interviews, suggested the expansion of the toolkit as a way of improving it.
- The timing of the evaluation was an issue and should be given consideration for future evaluations of the guidance. The evaluation took place a year after the toolkit went live on the website but Local Authority inspectors were still unable to provide the details of duty holders that had used the toolkit. They explained that their priority at present was to promote the toolkit with duty holders and raise awareness of the toolkit, and so they have not yet carried out any evaluation of who has used the toolkit and whether it had had any impact. This was something that would be in the work plans for next year.

1 INTRODUCTION

The violence toolkit was developed as a response to Government policy on tackling crime and disorder, and statistics that show crime, disorder and risk of violence are significant issues in licensed and retail premises (e.g. the British Retail Consortium Crime Survey 2007-2008).

The violence toolkit was completed following work carried out in the City of Westminster Local Authority. This work achieved success in managing violence through their CivicWatch Business project and partnership with Police Licensing working. Collaboration between their Environmental Health Officers and the Police had positive results in managing the risk of violence in retail and licensed premises. As a result of lessons learned through this partnership, the City of Westminster was keen to produce and disseminate advice and information for duty holders at national level, through a web-based toolkit.

The toolkit is aimed at duty holders in licensed and retail premises. It became available as a web based resource, on the HSE web site, in October 2008. It was also produced as a leaflet (INDG423). The toolkit contains information and practical advice, for duty holders, on how to assess and tackle the risk of violence to their staff.

In addition to being a resource for duty holders, HSE also intended the toolkit to be a resource for Local Authority Inspectors. It was intended to help Local Authority Inspectors communicate with duty holders about work-related violence.

HSL was commissioned by HSE to carry out an evaluation of the toolkit, phase two of which was carried out one year after it's launch on HSE's website. The evaluation work from phase two of the evaluation is set out in this report.

The first phase of the evaluation aimed to establish what organisations were already doing in relation to work-related violence and what guidance, if any, they were using. A total of six case studies were gathered with half from the licensed sector and half from the retail sector. The information collected from the six case studies indicated a heightened awareness of the risk of violence in licensed and retail premises. Various measures to reduce or prevent the risk of work-related violence were reported to be in place in all premises. The prevalent control measures included security surveillance systems and sharing local information through partnership working.

The scope of phase two of the evaluation evolved over the duration of this piece of work, in light of the sample that was identified and data that was collected.

The original proposal set out a series of research questions, as follows:

- How have duty holders used the work-related violence toolkit? What changes have they implemented as a result of using it?
- What prevents duty holders from implementing any changes after using the toolkit (i.e. what barriers do they identify)?
- How have Local Authority Inspectors used the toolkit in their dealings with duty holders? Has using the toolkit contributed to their crime/violence reduction targets?

- What do duty holders and Local Authority Inspectors think could be done in the future to reduce work-related violence? What would enable them to reduce violence?
- What are duty holder's perceptions of the accessibility and usability (i.e. ease of obtaining and entering the toolkit, and capability of being put to use)?

It was proposed that the evaluation would involve an online survey and telephone interviews with Local Authority inspectors, duty holders and key stakeholders in the toolkit. A key requirement, in the project brief from HSE, was that because the evaluation sought to explore the usability and usefulness of the toolkit, it was important for the evaluation to only focus on collecting data from those individuals who were already aware of the toolkit.

The aim of the online survey was to collect key data from individuals who had accessed the toolkit and also to gather contact details of duty holders willing to take part in a follow up interview.

Because it was anticipated that recruiting the sample of duty holders would be tough, it was agreed that the recruitment of duty holders to interview would be achieved in a number of ways. This included contact details left on the online survey, referrals from inspectors and returning to the six duty holders who took part in phase one of this piece of work (referred to as case studies and reported in a separate HSL report). A target of 38 duty holder interviews was set.

In addition to the duty holder interviews, it was proposed that six interviews would be carried out with Local Authority inspectors and two with stakeholders who had been involved in development of the toolkit.

2 METHODOLOGY

2.1 INTRODUCTION

This research design adopted a mixed methods approach combining elements of qualitative and quantitative research using semi-structured telephone interviews and an online survey.

The qualitative methodology of using semi-structured interviews allowed information to be gathered from the perspective of the interviewee and gave an understanding as to how and why they have that particular perspective. The methodology allowed in-depth information to be gathered relating to the topic of violence.

The quantitative methodology of an online questionnaire survey design was also used. Questionnaires pose a set of questions dealing with a topic or group of related topics. They enable the collection of a variety of data from demographic information to information on attitudes, behaviours and opinions. Questionnaires can be designed to ask either open or closed questions and therefore enable collection of standardised or more detailed information.

Because the evaluation sought to explore the usability and usefulness of the toolkit, it was important that respondents were aware of, or had used the toolkit. Therefore to some extent the evaluation was limited in its scope. The focus was on collecting information from those who were aware of the toolkit as they were considered to be the individuals that could answer the key questions of interest, i.e. how the toolkit had been used etc.

It was originally proposed that the 6 Local Authority inspectors recruited for the interviews would provide the contact details of two duty holders that they had worked with on the topic of violence and who were willing to take part in the interviews. These would then produce case studies. However, because LA inspectors were unable to provide the details of duty holders the researchers were unable to adopt the proposed case study approach. However, telephone interviews were carried out separately with Local Authority inspectors and duty holders.

As an additional requirement of the customer, the online survey was expanded to include a number of questions relating to the HSE violence WebPages.

Following discussions with the customer, one of the original objectives, to identify what duty holders and Local Authority inspectors believe would enable them to reduce violence, was not addressed.

2.2 SAMPLE

A target of 46 interviews was agreed however due to issues with recruitment of the sample, and the fact that recurring findings were being identified it was agreed that this target should be reduced. The final sample consisted of 11 interviews, 4 with duty holders, 5 with Local Authority inspectors and 2 with stakeholders. The sample of duty holders consisted of three organisations employing very large number of employees, that is, in excess of 250. Two of them were from the retail sector and one was a bookmakers. The fourth duty holder was a training provider who specialised in work related violence and management of aggression, employing 0-4 employees.

Interviews with original 6 case studies

In order to carry out the follow up telephone interviews with the original 6 case studies the HSL researcher contacted them via telephone and e-mail to organise the interviews. In total 2 of the original 6 were able to take part in a follow up telephone interview.

Duty holder interviews

As well as the two duty holders recruited from the original 6 case studies, 2 further duty holders were recruited to take part in the telephone interviews. One of the duty holders was recommended through an LA inspector, who had explained the work to them. The final duty holder was recruited via the online survey.

Local Authority Inspector interviews

In order to recruit Local Authority inspectors to take part in the telephone interviews the HSL researcher contacted all of the 9 HSE partnership managers, asking for their assistance. This resulted in recruitment of 1 Local Authority inspector. Two more Local Authority inspectors were recruited using contact lists from the development of the toolkit. A further Local Authority inspector was also recommended via one of those contacts. The fifth inspector was recruited via existing HSL contacts.

Stakeholder Interviews

As the researcher had been involved in the development of the toolkit, they were again able to use contacts that they had previously acquired to recruit the 2 stakeholders to take part in a telephone interview. The HSE customer and project team also provided suggestions for the most suitable contacts to approach.

2.3 DATA COLLECTION

Online survey

The questionnaire utilised for the online survey was developed in collaboration with the HSE customer and research team. The main aim of the questionnaire was to collect key information from duty holders that had accessed the toolkit. The information included demographic information, how they found out about the toolkit, intentions for use of the toolkit, usefulness and usability of the toolkit. A further question also invited people to take part in a follow up interview, and to leave their contact details for this (see Appendix 1 for full questionnaire). At this stage the scope of the evaluation was expanded to incorporate views on the violence WebPages more generally and so the questionnaire was altered to reflect this change in focus.

The online survey was made live on the HSE website on 30th October and remained on the website until 11th February 2010, providing approximately a 3 month window for individuals to respond. It was originally anticipated that the survey would be removed from the website after one month. However, because very few respondents had left their contact details in this time it was agreed that the survey should remain on the website longer, to increase the chances of more people leaving their contact details.

Interviews

Semi-structured telephone interviews, carried out by members of HSL's Work Psychology team, were used to collect data. The interviews were conducted with duty holders, Local Authority inspectors and stakeholders in order to explore their experiences and opinions of the

HSE work related violence toolkit. The telephone interviews followed a semi-structured interview guide with question sets tailored to the roles of the different groups within the sample. (See Appendices) this was done in partnership between HSL and HSE.

To facilitate consistency in the collection of interview data, each member of the research team attended a meeting to ensure they understood the nature of the research and the question sets.

Interviews lasted between 20 and 30 minutes, were digitally recorded and transcribed verbatim. Prior to the start of the interview participants were asked to provide verbal consent to participate in the interview. Their consent was dated and recorded by the interviewer on a separate form (see Appendix 2).

Telephone interviews were conducted with duty holders, Local Authority inspectors and 2 key stakeholders. The aim of the interviews was to elicit more in depth information from duty holders and Local Authority inspectors with regard to the toolkit. In particular the interviews aimed to investigate how duty holders have used the toolkit, and what changes, if any, they have implemented, barriers which prevent duty holders from using the information in the toolkit, how Local Authority inspectors have used the toolkit in their dealings with duty holders and what duty holders and Local Authority inspectors think could be done in the future to reduce work related violence.

2.4 DATA ANALYSIS

Online survey

Responses to the online survey were exported in to Excel from the web community hub on the violence WebPages. The data was checked for completeness and any test data entered by the research team as well as blank records were removed.

Set option (closed) responses to the questions relating to the toolkit and those relating to the website were analysed individually as frequency distributions. Cross tabulations were also carried out of the key findings. Any open response questions, where respondents were invited to input their own narrative information, were analysed into themes in line with the NatCen framework approach outlined for the interviews.

Interviews

Data collected in the semi-structured telephone interviews with duty holders, Local Authority inspectors and stakeholders, was analysed thematically using a framework analysis (Ritchie and Lewis, 2003) approach advocated by the National Centre for Social Research (NatCen, Pope *et al*, 2006).

Framework analysis involves a number of stages including identifying the key topics and issues through familiarisation with the interviews' transcripts and then drawing up an initial analytical (or thematic) framework, into which participants' accounts are systematically summarised and consistently analysed. The analytical framework was initially informed by the research objectives, research questions, and by key issues identified from the interview data. The framework was therefore grounded in the data and not imposed by the researchers. The summarised data was then worked through in detail, drawing out themes reflecting the range of experiences and views, identifying similarities and differences, and explaining emergent patterns. The data management stage of the analysis included developing analytical comments in order to support further analysis and a comprehensive understanding of the interview.

3 FINDINGS

3.1 ONLINE SURVEY RESULTS

3.1.1 Introduction

The online survey was available on the HSE web site from 30th October 2009. It was originally envisaged that it would be removed after one month. However, due to slow progress with obtaining respondents it remained on the web site until 11th February 2010, when it was agreed that it should be removed, as few new responses were being obtained.

The online survey was divided into two parts. The first part collected data from respondents that were aware of the toolkit and the second focused on an evaluation of the violence web pages.

3.1.2 Background and demographics of respondents

A total of 248 individuals accessed the online survey. Twenty-eight blank records were obtained and have been excluded from the analysis in this report, providing a total of 220 responses. Respondents were from a range of types (Table 1) and sizes (Table 2) of organisation. The largest group of respondents were from Local Authority organisations (76 respondents or 34%) and from organisations employing over 250 people (112 respondents or 59% of those who reported the size of their organisation).

Respondents to the survey had a variety of roles within their organisations, these included a manager, environmental health officer, legal advisor, consultant, health and safety officer/manager/advisor, fire fighter, nurse, administrator, sales operator, trainer, licensing officer, door supervisor, housing advisor/manager, trade union advisor and engineer.

Table 1. Respondents by type of organisation

Type of organisation	Total number of respondents	Number of respondents aware the toolkit	Number of respondents not aware of the toolkit
Bank/financial	3	2	1
Bookmakers/gambling	4	3	1
Fast food outlet	4	2	2
Licensed premises (pubs)	6	1	5
Local Authority	76	39	37
Other alcohol retail	1	0	1
Regulator/licensing authority	3	3	0
Retail premises	10	4	6
Other (please specify)*	111	51	60
Organisation type not reported	2	1	1
Total respondents	220	106 (48%)	114 (52%)

* Not within the target audience for the toolkit

Of those respondents that reported that the type of organisation they worked with fell into the 'other' category, the organisations specified fell into a number of broad categories. These included; trade unions, government, housing, health and social care, finance, distribution, education, nuclear, training, publishing, engineering, transport, leisure and manufacturing.

Table 2. Respondents by size of organisation

Size of organisation	Total number of respondents	Number of respondents aware the toolkit	Number of respondents not aware of the toolkit
0 – 4	11	9	2
5 – 49	31	12	19
50 – 249	35	16	19
250 +	112	52	60
Don't know	11	5	6
Size not reported	20	12	8
Total respondents	220	106	114

Forty nine percent of respondents (34 individuals who were aware of the toolkit and 58 who were not aware of the toolkit) reported that they had experienced work-related violence incidents, including verbal abuse, in the last 3 months (Table 3)

Table 3. Respondents reporting violent incidents

Have you experienced a violent incident?	Number of respondents	Number of respondents aware the toolkit	Number of respondents not aware of the toolkit
Yes	92	34	58
No	96	54	42
Don't know	11	5	6
Not answered	21	13	8
Total Respondents	220	106	114

Of the respondents that reported experiencing a violent incident in their organisation, 55% reported being from 'other' type of organisation, the majority of those were health and social care, however a number also fell within education, manufacturing, housing, transport, engineering and security, 28% were from Local Authorities. Fifty six percent of respondents who had experienced a violent incident were from organisations employing 250+ people.

3.1.3 Awareness and use of the violence toolkit

Forty-eight percent of respondents (106 individuals) reported that they were aware of the violence toolkit. Of these individuals, 28 said that they had used the toolkit, with 21 of these reporting that they had found it helpful. Those that had found the toolkit helpful provided additional information outlining why it had been helpful. These included; the control measures section is helpful, the toolkit gives a step by step guide, it is a useful tool/guidance, the toolkit is useful for enforcement officers as it contains case studies that duty holders can relate to, the advice can be applied to other sectors and the information is clear and concise.

Respondents reported that they became aware of the toolkit from a number of sources (Table 4). The most frequently reported source was from HSE publicity. However, 82 respondents did not answer this question. Respondents who said that they had found out about the toolkit from an ‘other’ source had done so via the British Retail Consortium and a work related violence project they had been working on.

Table 4. Source of awareness of the toolkit

How did you find out about the toolkit?	Number of respondents aware the toolkit
Internet search	4
Local Authority Inspector	2
Word of mouth	1
Via a link in an e mail	4
HSE Publicity	10
Other publicity	0
Other (please specify)	3
Not answered	82
Total respondents	106

Frequency of accessing the toolkit

Respondents were asked how often they accessed the toolkit (Table 5).

Table 5. Frequency of accessing the toolkit

How often do you access the toolkit?	Number of respondents
This is the first time	6
Daily	0
Weekly	4
Monthly	5
Other (please specify)	8
Not answered	83
Total	106

Twenty-four respondents reported which sections of the toolkit they had visited, with 21 of these visiting all 3 sections (risk assessment, control measures and providing support). Half of the respondents were from Local Authorities; 2 were from retail premises, 2 from regulators / licensing authorities and 1 from a bookmakers / gambling organisation. Others visiting sections in the toolkit were from housing, healthcare and training and consultancy organisations.

The majority of respondents visiting the sections in the toolkit were from organisations with over 250 employees.

Rating of the toolkit

Those respondents who had visited the toolkit rated it on layout, ease of navigation, clarity of information, content and usefulness of information (Table 7).

Table 7. Rating of the toolkit

	Excellent	Good	Satisfactory	Poor	Very poor
Layout	6	12	4	1	0
Ease of navigation	7	9	5	2	0
Clarity of information	9	9	4	1	0
Content	8	11	3	1	0
Usefulness of information	10	8	3	2	0

The majority of respondents rated the toolkit as excellent or good on all aspects. Respondents were also asked to rate each section of the toolkit (Table 8).

Table 8. Rating of sections of the toolkit

Sections	Excellent	Good	Satisfactory	Poor	Very poor
Risk assessment	6	11	4	1	0
Control measures	5	12	4	1	0
Providing support	6	11	2	2	0
The toolkit overall	7	11	4	1	0

Overall, 18 respondents (sample size = 23) rated the toolkit as excellent or good.

Reasons for visiting the toolkit

Respondents reported why they had visited the toolkit, with many of them reporting multiple reasons (Table 9).

Table 9. Reason for visiting the toolkit

Why were you looking at the toolkit?	Number of respondents
There has been an incident in my organisation	3
To help me with creating a new policy document	5
I have been the victim of an incident	1
To help me carry out a risk assessment	5
To help me with ideas for minimising the threat of violence	8
General interest	6
Other	10

Individuals from Local Authorities reported looking at the toolkit for multiple reasons, due to incidents, to help create new policy documents, to carry out risk assessments, to minimise the threat of violence and also for general interest. The size of their employers ranged from 6-49 employees up to over 250 employees. Training and consultancy organisations with 0-5 employees also reported looking at the toolkit for all reasons (with the exception of being the victim of an incident).

A respondent from a housing association, with 50-250 employees, reported looking at the toolkit to help create new policy documents, to carry out risk assessments, to minimise the threat of violence and also for general interest. Whilst a respondent from a health care

organisation was looking in order to help create new policy documents, to carry out risk assessments, and to minimise the threat of violence.

Minimising the threat of violence was the only reason for a respondent, from retail organisation with 0-5 employees, gave for looking at the toolkit. A regulator / licensing organisation was looking for general interest whilst an unemployed respondent reported they were looking because they had been a victim of an incident.

Other reasons for looking at the toolkit were to provide advice e.g. on control measures; to use as an aid to enforcement; to raise awareness and help duty holders deal with risk and provide information following a violent incident. In addition, respondents reported looking at the toolkit because they were involved in a violence initiative, and as guidance, to check their current risk assessments against.

What respondents found most useful about the toolkit

The approach adopted by the toolkit was mentioned as being particularly useful in terms of it being 'one stop', 'step-by-step' and 'systematic'.

The control measures were also highlighted as being most useful to respondents. For example, 'advice about measures that can be taken to reduce the risk of violence', 'the wide range of control measures', and the fact that they are promoted by HSE.

The support that the toolkit provides to produce risk assessments was also noted to be most useful, along with 'the risk assessment process'. The toolkit 'demonstrates that violence needs to be taken seriously and managed like any other risk'.

The presentation of the toolkit was reported to be most useful because of its 'great layout', and because it was 'easy to read and follow'.

How the toolkit could be improved

There were a number of ways in which respondent felt the toolkit could be improved. Making the guidance more specific, for example, with sections for the self-employed and micro businesses, and 'specific to different industries particularly healthcare and the thorny topic of appropriate training'. This included the view that 'the guidance is far too general by trying to confuse several different kinds of risk'.

Although not necessarily within HSE's remit, extending the scope of the guidance in a number of ways was also suggested as a way it might be improved. For example, 'a section should be developed in association with the police and security industry that deals with door supervision and searching of patrons'. In addition, extending the scope to 'cover home visiting and reception staff in busy housing association type scenarios' was suggested as an improvement.

The inclusion of more examples was another area mentioned where improvements could be made. This included 'an example line in a standard risk assessment form, showing various steps of the risk assessment process, and how a process actually fills in a form', inclusion of more example 'case studies to assist micro businesses', 'additional examples taken from other work areas with high threats of violence' and 'video examples of violence at work in retail, NHS and other environments that would help in health and safety training'. The inclusion of 'guns and what to do' was also suggested as an addition to the toolkit.

3.1.4 Findings from the Website survey results

A number of questions were added to the online survey to collect feedback on the violence WebPages (as opposed to the toolkit itself). These questions included asking respondents to rate the WebPages on a number of aspects (Table 10); and also to give a rating for each section (Table 11). A total of 114 respondents completed this section of the survey.

Table 10. Rating the WebPages

	Excellent	Good	Satisfactory	Poor	Very poor	Not Used
Layout	15	38	13	1	0	0
Ease of navigation	17	30	19	1	0	0
Clarity of information	17	29	18	1	0	0
Content	16	28	19	2	1	0
Usefulness of information	17	30	17	2	1	0

Table 11. Rating sections of the WebPages

	Excellent	Good	Satisfactory	Poor	Very poor	Not used
The Law (relevant legislation)	10	30	12	1	0	12
From experience (case studies)	10	27	17	0	0	11
Information (useful links)	11	32	11	1	0	10
Licensed and Retail premises (toolkit)	3	21	12	0	0	8
The Web site overall	14	32	11	1	0	8

Of the 66 respondents that rated the website overall, 46 rated it as excellent or good overall.

Respondents were also asked to report why they were visiting the WebPages (Table 12) and how frequently they accessed the WebPages (Table 13). Many respondents reported accessing the Website for the first time, and visiting the WebPages for general interest or to help them with ideas for minimising the threat of violence.

Table 12. Reasons for visiting the WebPages

Why were you looking at the WebPages?	Number of respondents
There has been an incident in my organisation	14
To help me with creating a new policy document	18
I have been the victim of an incident	13
To help me carry out a risk assessment	18
To help me with ideas for minimising the threat of violence	26
General interest	36
Other	6

Table 13. Frequency of accessing the WebPages

How often do you access the website?	Number of respondents
This is the first time	32
Daily	10
Weekly	14
Monthly	11
Other (please specify)	4
Not answered	43
Total	114

The majority of respondents reported that they always or sometimes found the information they required on the WebPages (Table 14).

Table 14. Frequency of finding required information on the WebPages

When you have accessed the website have you found the information you required?	Number of respondents
Always	24
Sometimes	34
Never	5
Not answered	51

Respondents were also asked to comment on any additional information they would like to see on the Website, what they liked most about it and to provide suggestions for improvement.

What additional information would you like to see on the website?

Whilst a number of respondents were very happy with the WebPages as they stand and reported that they were very comprehensive and required no improvements, others offered some useful recommendations for additional information that could be added. In particular, respondents would like additional information to include violence in the NHS/hospitals, lessons learned, door searching and techniques to detect drug use, more information on control measures and a frequently asked questions section. More information and advice for other sectors which are not covered in the WebPages i.e. social care, more case studies of larger organisations and more information on lone working were also put forwards as suggestions.

What do you like most about the website?

Ease of use, accessibility and layout were all aspects of the violence WebPages that respondents liked. They also praised the content of the pages reporting that there was a wide range and depth of information and that the information was always improving and kept up to date. Respondents also liked the case studies and examples included in the WebPages as well as the short introduction to the various topics and access to other documents.

What do you think could improve the work related violence WebPages?

Again, a number of respondents were happy with the WebPages and could not suggest any improvement whilst others had a various suggestions. These included more information on lone working devices, bullying, training and also a toolkit for NHS staff. Respondents also suggested having a victim's page, which details issues people have faced, and the outcomes, more case studies on design of premises etc..., video examples/case studies, and a clear and consistent

style sheet. As mentioned in previous sections of this report, respondents also felt that extending the WebPages to all workplaces/industries would improve the website, as well as improving the promotion of the Website (no specific details of how to do this were provided) and keeping the information up to date.

3.2 TELEPHONE INTERVIEW RESULTS

3.2.1 Introduction

The telephone interview findings are reported under a series of headings that relate to the questions asked in the interviews. Where the same area was covered with both duty holders and Local Authority inspectors, the findings have been reported in the same section to enable a comparison between the two groups. The stakeholder interviews have been reported as a separate section, as the question set was very specific in terms of collecting data to inform how the toolkit could reach, and be used by its target audience.

3.2.2 Use and Usefulness

The findings from the telephone interviews with duty holders identified that the duty holders are using the toolkit and find it useful in a variety of ways. They had used the toolkit to update existing policies and procedures/inform policy, to compare their existing approach against (i.e. as a checklist), to confirm their own approach/ensure they are covering all points, and to conduct a review and provide them with direction;

"I think the toolkit is very comprehensive from our experience in terms of the issues it raises and asks to consider ... it's quite reassuring when we did those checks to make sure that it wasn't something which we missed which has been highlighted in the toolkit either..."

A trainer also explained that they found the toolkit useful to inform their work related violence training content. They used the toolkit as a reference document for training and in particular the risk assessment information.

The findings from the telephone interviews with Local Authority inspectors identified that Local Authority inspectors also use the toolkit and find it useful in a number of ways. These included, as an aid during inspections;

"... I can actually say, ... go and look at these things, then come back to me if there are any issues you want to discuss further which reduces the amount of time I need to spend with the business..."

They also found it useful to help them to explain issues to duty holders, to provide advice to duty holders on risk assessments, to develop their own information and guidance, i.e. use it as a source of reference, and to help them to engage with small businesses on the issue of violence;

"... it basically lays out to the employer what they need to be considering but it also gives the employee information on what the employer should be doing and then we can explain to them what their responsibilities are to comply with the systems and procedures that the employer puts in place"

In particular, Local Authority inspectors found the examples of control measures useful. The toolkit was thought to be a useful tool to enable Local Authority inspectors to encourage duty

holders to think about solutions and how to reduce violence. Overall, Local Authority inspectors found the toolkit to be a useful reference;

"... but also what duty holders need, and it's very concise, it's very to the point and very useful, so I think it's all great."

3.2.3 Suggestions for improvement

Throughout the interviews participants provided a number of useful suggestions for improvement with regard to the toolkit. However it is acknowledged that not all suggested actions would be within HSE's remit.

For Local Authority inspectors, suggestions for improvement included adding costings for various solutions/control measures; *"...if we're recommending a CCTV system or door locks, this could be an approximate guide price' you know, within reason so that's possibly something to consider..."*, expanding the toolkit to other parts of the licensing sector and also to other sectors, including more information on how to react to violence/reduce conflict, produce an information sheets for staff i.e. pitching the information at the end user (not just managers) and more emphasis on the message that there is a risk to staff;

"... I think what would be useful is in addition to the toolkits is having some kind of information sheet for staff, bullet points, very basic but very useful information on reducing violence"

While it would be beneficial for the toolkit to be sector specific and not just for the licensed and retail sectors, a Local Authority inspector explained that to them it was clear why this may not be possible as they themselves had attempted to use the information and tailor it to be sector specific, however had been unsuccessful;

"I've tried the approach of making it sector specific and making it bespoke to certain industries and that doesn't seem to work, so no I think it has to be structured how it is and it has to be left to, kind of individual authorities or enforcers to decide what approach they want to take and what works with individual businesses really, so I think it's written perfectly".

The suggestion to include more information on how to react to violence and reduce conflict was linked with a suggestion that the toolkit should include more information on reactions to the refusal to sell alcohol and tobacco. This was not sufficiently covered by the toolkit and it was considered that more information would be beneficial; *"...we know there's an underage sales refusal specific issue, it might be worth providing some bullet points on how to reduce conflict as a result of refusing a sale"*. More information on opening hours and lighting were also suggested.

A wider variety of case studies, e.g. social workers/probation officers and smaller retailers, including examples of computer based training; *"... that [training] would help your smaller businesses who haven't got the time, energies or finances to actually produce their own individual training packages"* and providing the information as one complete document on the website, so that people do not have to go back and forwards between documents; *"... it's easy enough to navigate, it's just a little bit ... faffy at times, you know, just to go backwards and forwards"*, were all suggestions put forward by duty holders for how the toolkit could be improved.

Duty holders also agreed with Local Authority inspectors that it would be beneficial to make to toolkit relevant to a wider range of sectors, not just licensed and retail;

"... one is to perhaps open up the toolkit to other professions if you like, rather than retail and licensed premises and perhaps look at developing some resources for health and safety professionals, to be able to effectively if you like to get the message across that workplace violence is not just within the four walls of your own premises but outside in the wider world too".

3.2.4 Changes to the way in which duty holders manage violence

The duty holders reported that they had made recent changes, including, immediate barring, contacting the police, staff education and alterations to shop design. However it was apparent that the changes had not been made as a result of using the toolkit. Instead, it was mentioned that they had been influenced by the requirements of late night licensing and HSG65, Successful health and safety management, and for some, the number of violent incidents experienced. The toolkit had been used as a checklist for duty holders, to help make changes and to update training and highlight what needed to be done;

"... in all honesty when we've looked at the toolkit we've gone yes, we've covered that aspect and pretty much what we've used the toolkit for ... it has been useful as a reference point to make sure that we haven't particularly left anything out..."

More specifically, the changes that had been made by duty holders in order to manage work related violence included having extra monitoring for particular premises if they were considered to be high-risk premises. Duty holders had refined their approach to managing violence and had updated their systems to include late night trading;

"When we know a shop is becoming a night shop we beef up security so you have shutters now that drop down from the ceiling ... we also beef up the security gates ... anything that could be used as a projectile is removed from the shop floor..."

Some of the controls put in place by one of the duty holders, included panic buttons and training for handling challenging situations, which they explained, have been rolled out at a national level.

Duty holders reported that the changes they had made had led to a number of outcomes such as, people wanting to work for them; *"... it's sad to say but we actually had people leaving other businesses in our industry and coming to work for us because they feel a bit more safe and secure and that happens on a very frequent basis"*, they were also handling incidents better due to the training they had been given. However, it was also noted that the reporting of incidents had increased and that it was too early to say whether the changes regarding training had any impact.

3.2.5 Changes in how LA inspectors deal with duty holders

The toolkit had led Local Authority inspectors to spend more time discussing violence with duty holders and emphasising the points in the toolkit. It has helped them to get their message across, and built on their existing prior knowledge;

"...so it really just builds on my knowledge already but I find it useful to point customers or people we're inspecting down that route because it's simplified for them."

In particular, Local Authority inspectors reported having an increased awareness of work related violence issues. Therefore they have a more robust approach when dealing with the issue of

violence with duty holders, and as a result they are spending more time on the topic, providing useful and practical advice to duty holders from the toolkit;

"...I spend more time talking about it and showing them a tool and telling them what's in it" "... whenever you say you need to do something, people always say, well how do I do it and where do I go for information and advice on it, so by having the toolkit you've provided that which wasn't, didn't exist before"

3.2.6 Impact of the toolkit on the way in which duty holders manage work related violence

Local Authority inspectors reported that the toolkit was well received as an example of useful guidance, although they could not say whether it was having an impact on increasing risk assessments, as they were not measuring the impact of the toolkit. However, they hoped that the toolkit would change duty holders' perceptions and that they would be encouraged to carry out risk assessments;

"... one of the things that people are going to take away was that they were going to look at doing more site specific risk assessments, because that's a real problem I think is getting people to look locally at what the issues are"

Larger organisations were reported to be already addressing work related violence issues and have good risk assessment systems; *"I think big business who probably had something anyway have probably got better because of it ..."*. However, it was thought that they could have an improved approach by using the toolkit. In contrast there were considered to be very few risk assessments conducted for work related violence in smaller organisations (i.e. SMEs).

While it was not possible to know the impact of the toolkit at present Local Authority inspectors explained that this may be clearer next year when duty holders are revisited. Getting the information out to businesses was considered to be the priority at the moment, and an evaluation would follow later; *"... getting something into the business to start with is, has got to be, our first aim really"*.

A Local Authority inspector had returned to several premises 6 months after discussing the toolkit and was able to report that staff felt more comfortable working at night; *"... in several places that I've been back to, sort of say six months on, and they've been able to report that their staff feel more comfortable working at night ..."*. Duty holders had also re-evaluated the layout of their premises in some places;

"And they've sort of re-evaluated the layout in a couple of cases, they've managed to persuade the landlord in another case to do some basic outside improvements, which directly have impinged on their security..."

3.2.7 Additional information

At the end of the telephone interviews, the interviewer asked participants to provide any further information that they felt had not been covered in the interview about the toolkit. A number of interesting pieces of information emerged and are outlined below.

Duty holders and Local Authority inspectors reported that overall the toolkit was very useful; *"... I think it's a good piece of work, I think it's very useful and you know it's been beneficial for us to use it"*. In particular, the layout and the accessibility of the toolkit were praised;

"I like the layout of it, I like the way you access it ... you can flick back and flick forward and look for what you want quite quickly which is very good".

Local Authority inspectors explained that the language used was pitched at the right level so that the information can be understood and used by various audiences;

"... Whether you may be doing the enforcement side of things, or a duty holder, probably couldn't be structured any better, or written any better. I think it's absolutely, it's fine for someone that works in health and safety and forces health and safety, but I don't think the language in it is complicated or difficult for somebody that's quite new to the subject either, so I think it's very well written"

Finally, Local Authority inspectors emphasised that it is very important for the guidance on work related violence to continue to develop and improve; *"... I'd like to see it continue and not just disappear, to actually be developed and reviewed and improved upon so that it's user friendly..."*. They also suggested that in order to ensure the success of work related violence initiatives they should be followed up with enforcement action;

"... it's getting your strategy right to make sure that you get some meaningful change from the time you spend on these projects, it's making sure that you do follow it up with enforcement and the toolkits are extremely valuable kind of part of the process".

3.3 FINDINGS FROM STAKEHOLDER INTERVIEWS

3.3.1 Stakeholder involvement in the toolkit

Both of the Stakeholders who took part in the telephone interviews were involved in the consultation stages of the development of the toolkit. One had been involved since Westminster Council first initiated the work. Both expressed a great interest in the toolkit.

3.3.2 Perceptions of the impact of the toolkit

From their experience, stakeholders explained that larger retail organisations would be addressing the issue of work related violence by developing their own approach and then checking that against the toolkit. Whereas smaller retail chains would use it as a 'one stop', and will have looked at the toolkit when developing their policies for work related violence.

Overall, the toolkit was considered to have been used as a source of advice and guidance; *"... one of the things that the environmental health officers from the councils would do was give people the link to the toolkit as a source of advice and guidance if they'd got issues"*. This included advising police to use the toolkit as a source of information.

3.3.3 Suggestions for improvement

Overall, the toolkit was said to be comprehensive and to contain good practical information on managing the issue of work related violence. However, stakeholders provided a number of useful suggestions for improvement for the toolkit, which concurred with a number of those, put forward by LA inspectors and duty holders.

Adapting the toolkit to be relevant for other industry sectors, having more case studies and having examples of joint Union work were all suggested as ways of developing and improving

the toolkit; *"It could probably be easily adapted to other situations too, which might be a way of developing it further ..."*

Further to this stakeholders explained that it would be beneficial to revisit the toolkit design and layout. In particular, navigation could be improved, making it easier for people to find their way around and some of the wording could be reduced i.e. include more pictures etc where appropriate;

"It's actually laid out in quite a logical way, but because it's all text and there's no pictures and there's no use of boxes to link you to other pages ... people might not appreciate actually what it is that they're looking at sometimes."

Although the toolkit itself is not out of date, it was suggested that it now looks out of date as web design has moved on so much so quickly. This is something which could therefore be improved; *"... it does look a bit old now, it's not that old it's just that web design has moved on so much..."*

3.3.4 How HSE can ensure the toolkit reaches SMEs

In order to help inform future guidance on the topic of work related violence stakeholders were asked to suggest how HSE could ensure that the toolkit does reach SMEs.

More promotion of the toolkit was suggested as a way of doing this. This included more promotion by LA inspectors;

"I certainly think promotion by local authorities is very helpful... often they don't realise the problem's there until it's pointed out to them that there's a problem that they should be doing something about."

It also included the possibility of promoting the toolkit through advertisement campaigns. Stakeholders made reference to the asbestos campaigns, which had been successful in raising awareness, and suggested that this approach may be required to reach the toolkit's target audience;

"I know it's expensive, but they've ran a series of ads, you might need to talk to the people who did that, as well as leaflets to publicise it and it seems to have been extremely effective".

As well as promotion, having a more joined up approach from various public service agencies e.g. LAs, police, HSE, and having a union influence were also suggestions for reaching the target audience; *"... it's always useful to have anything like this to help people know what they've got to do and from our member's point of view to tell their employers what they ought to be doing"*.

Having the right contact from regulators was also considered to be a way of ensuring that the toolkit reaches SMEs;

"... A small newsagents or convenience store for example, you probably just expect that there are going to be problems like that and you don't realise there are things you could be doing to protect yourself and your staff in the process, so the right contact from regulators I think is a big help".

Finally, stakeholders also raised the point that not all SMEs have access to the Internet, and this could therefore be a reason why the toolkit is not reaching SMEs.

3.3.5 How HSE ensures its target audience and SMEs make use of the toolkit

As well as reaching SMEs and the target audience, ensuring that they actually use the toolkit is also an area, which needs consideration. Stakeholders also provided a number of useful suggestions on how to achieve this. This included more emphasis on how practical the measures are and the possibility of having a hierarchy of control measures. The purpose of this would be to make it clear that there are things that duty holders can be doing no matter how much or little money they have available.

Enforcement and also promoting enforcement were also suggested as a way of encouraging use of the toolkit; *"... it's a bit like when the construction sector does construction blitzes on building sites ... it may be this is something you could do with violence in retail premises"*.

The overall message from the stakeholders was that the toolkit was a comprehensive and practical tool for duty holders and it should be ensured that momentum is maintained in raising awareness of work related violence; *"... it's really important that you keep it, maintain it, and keep going and add to it and promote it"*.

4 CONCLUSIONS

Evaluation of the toolkit

The violence toolkit was developed as a resource for duty holders in licensed and retail premises, including SMEs. The findings from the online survey highlight that the toolkit is reaching a much wider audience, in terms of sector than was anticipated. However, it is having limited success in reaching SMEs. Telephone interviews with stakeholders provided some insight into ways of ensuring the toolkit does reach SMEs. These included more promotion of the toolkit, both from Local Authorities and possibly via advertisement campaigns, a more joined up approach, e.g. with LAs, Police and HSE and also the right contact from regulators.

The toolkit was also intended to be a resource for Local Authority inspectors, and the findings have confirmed that inspectors are using the toolkit to support their work with duty holders. More specifically the telephone interview findings indicated that inspectors have an increased awareness of work related violence issues, and as a result were spending more time discussing the issues with duty holders and providing useful and practical advice.

Of the 220 individuals responding to the online survey, 106 were aware of the violence toolkit, only 28 of the 106 who reported being aware of it had actually used the toolkit, indicating that there are barriers to putting the toolkit in to practice. The findings indicate that barriers may include lack of sector specific examples and case studies that enable duty holders to translate the guidance into practice; end users not seeing the toolkit as pitched at them; lack of duty holder appreciation that there is a risk of violence, and lack of sufficient information on how to react to violence.

Of the 28 respondents who had used the toolkit, 21 reported finding it helpful, with the control measures and support with risk assessment being particularly useful. This finding was supported by the information from the telephone interviews, which indicated that some duty holders and Local Authority inspectors were using the toolkit and finding it useful. Duty holders had used the toolkit as a source of reference, to update existing policies and procedures and to compare existing approaches against. However, the changes that they have made as a result of this were limited. Changes that had been made included immediate barring, staff education and training, and alterations to shop design. However, these changes could not be directly attributed to the toolkit. Local Authority inspectors had used the toolkit to explain the issue of work related violence to duty holders.

Very few respondents reported how they had found out about the toolkit, or how frequently they had accessed it, possibly indicating lack of recollection, lack of time or engagement with the survey, or issues with the way questions were constructed.

Whilst overall, 18 respondents to the online survey rated the toolkit as excellent or good, there was some variation in the ratings of each of the sections and also with how respondents found the different elements of the toolkit (e.g. layout, content etc.). Some explanations for differences in ratings on the online survey were identified from the interview data. For example, those giving poor ratings would have liked more case studies and examples that were specific to their organisational contexts. Again, the findings from the telephone interviews also indicated that those using the toolkit would benefit from having more case studies in the toolkit.

Respondents offered a number of further suggestions for improving the toolkit both in the telephone interviews and the online survey. There were a number of similar suggested improvements that came from both sources. These included making the guidance relevant to a wider variety of sectors, including more case studies and examples e.g. an example risk

assessment or video examples of violence at work, and also extending the scope to include home visiting and reception staff. It was also suggested that a section could be developed in association with the police and security industry to deal with door supervision and searching of patrons, and more information included on violence at work in the NHS and other environments.

Findings from the telephone interviews indicated that although the toolkit was well received, Local Authority inspectors were unable to say whether the toolkit was having an impact on the way duty holders manage work related violence. It was suggested that this may be clearer next year when duty holders are revisited. The priority at the moment was considered to be getting the information into businesses and an evaluation would follow. Stakeholders concurred with this finding explaining that it was difficult for them to know what impact the toolkit has had. From their experience, stakeholders explained that larger retail organisations would be addressing the issue of work related violence by developing their own approach and then checking that against the toolkit, whereas smaller retail chains would use it as a 'one stop', and will have looked at the toolkit when developing their policies for work related violence.

Evaluation of the WebPages

The evaluation of the WebPages identified that 69% of respondents rated the WebPages as excellent or good overall. Many individuals were visiting the WebPages for the first time and the majority of respondents said that they always (38%) or sometimes (54%) found the information they were looking for. Suggestions for improvements to the WebPages included addition of information for sectors not already covered, more case studies and a frequently asked questions section. Other suggestions included adding further information to cover issues such as lone working and drug detection.

Key issues arising from the findings

A number of key lessons learned have emerged from this piece of work, which are important to capture in order to help future development of guidance. These are outlined in the following section.

One of the key issues arising from the findings of the evaluation was that the toolkit is not reaching SMEs. As the findings suggest this may be due to a number of factors. This may be a result of the fact that many smaller organisations do not have access to the Internet. Those that do have access may be daunted by the volume of information, and therefore as suggested from the telephone interview findings it may be useful to break down the information and include a hierarchy of control measures or lists of the costs of various solutions. In doing so SMEs could identify those measures that are most reasonable and practicable for their organisations. This would also make it clear that there are things they can be doing to reduce the risk of violence irrespective of the amount of money available to implement any changes.

As the findings from the recruitment stage for the telephone interviews indicate duty holders are not willing/happy to talk about the toolkit and this may indicate that they do not know enough about/are not aware of the toolkit. As suggested by the stakeholders it may be that the toolkit is not reaching SMEs as there has not been enough promotion of the toolkit or the methods of promoting the toolkit have not been appropriate for SMEs. While Local Authorities are using and promoting the toolkit, it may be the case that this is not happening in all Local Authorities and therefore more promotion by LAs is required. Consideration of the use of advertisement campaigns may also help to ensure that the toolkit reaches SMEs.

The results of the online survey have demonstrated that the toolkit is reaching other sectors outside of the licensed and retail sectors. This therefore indicates that people in other sectors are looking for guidance on work related violence and finding it useful. Therefore it may be beneficial to consider expanding the toolkit to be relevant to a wider range of sectors, or for violence toolkits to be developed for the varies sections to which they would be useful e.g. health care. This was supported from the findings of both the telephone interviews and the online survey, in which respondents suggested the expansion of the toolkit as a way of improving it.

Timing of the evaluation may also be an issue to consider for future developments of guidance. Whilst the evaluation did not take place until one year after the toolkit went live on the HSE website, timing seemed to arise as one of the reasons for the difficulties in recruitment of the duty holders. Local Authority inspectors, who were asked to provide the details of duty holders that had used the toolkit, were unable to do so. They explained that the priority at present was to get the information out to duty holders and make them aware of the toolkit, but they had not yet carried out any kind of evaluation of who had used the toolkit and whether it had had any impact. This was something that would be in the work plans for next year.

5 REFERENCES

- The British Retail Consortium crime survey, (2007-2008) retrieved from www.brc.org.uk.
- Pope, C. , Ziebland, S., and May, N. (2006). Analysing qualitative data. Cited in Pope, C., and May, N (Eds). *Qualitative Research in Health Care. Blackwell Publishing: BMJ Books.*
- Ritchie, J. & Lewis, J. (2003). *Qualitative research practice: A guide for Social Science Students and Researchers.* Ed. by Jane Ritchie and Jane Lewis. London: Sage.

6 APPENDICES

6.1 APPENDIX 1: ONLINE SURVEY QUESTIONNAIRE

Please let us have your feedback. As part of the evaluation of the work related violence **website and toolkit** we would like to know more about visitors to these webpages. Please help us by following the link below and completing our online survey, which will take about 5 minutes.

1. Are you aware of the Work-related violence toolkit?	Y <input type="checkbox"/> N <input type="checkbox"/>
If you answered no, you can access the toolkit at: http://www.hse.gov.uk/violence/toolkit/index.htm once you have why not return and complete the survey	

2. What is your role in your organisation?.....

3. What type of organisation do you work for?

- Bank/financial
- Bookmakers/gambling
- Fast food outlet
- Licensed premises (pubs)
- Local Authority
- Other alcohol retail
- Regulator/licensing authority
- Retail premises
- Other (please specify).....

4. How many people does your organisation employ?

- 0 – 4
- 5 – 49
- 50 – 249
- 250 +
- Don't know

5. In the last 3 months have you experienced any work-related violence incidents including verbal abuse?

- Yes
- No
- Don't know

6. Have you used the toolkit already? Yes No **Go to question 17**

7. Did you find it helpful? Yes No

8. How did you find out about the work-related violence web-based toolkit?

- Internet search
- Local Authority Inspector
- Word of mouth
- Via a link in an e mail
- HSE Publicity
- Other publicity
- Other (Please specify)

9. How often do you access the toolkit?

- This is the first time
- Daily
- Weekly
- Monthly
- Other (please specify)

10. Which sections of the toolkit have you visited? (Please tick all of those you have visited)

- Risk Assessment
- Control Measures
- Providing support

11. How would you rate the following aspects of the toolkit?

	Excellent	Good	Satisfactory	Poor
Very Poor				
Layout <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ease of navigation <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clarity of the information <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Content <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Usefulness of the information <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12. How would you rate:

	Excellent	Good	Satisfactory	Poor	Very poor
Have not used					
The section on risk assessment <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The section on control measures <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The section on providing support <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The violence toolkit overall <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

13. Why were you looking at the toolkit? (please tick all that apply)

- There has been an incident in my organisation
- To help me with creating a new policy document
- I have been the victim of an incident
- To help me carry out a risk assessment
- To help me with ideas for minimising the threat of violence
- General interest
- Other (please specify).....

14. What did you find most useful about the toolkit?.....

15. What do you think could make the toolkit better (i.e. how could it be improved / what else would you like it to cover?).....

16. We would like to invite you to take part in a short telephone interview as part of the evaluation of the toolkit. We want to make our guidance and tools as useful as possible for you. We will be carrying out some further research to get the views of people who have used them. If you are happy to be contacted, please supply your contact details below. The follow up interview will last a maximum of 30 minutes and all information you provide will remain anonymous. You are under no obligation to take part in an interview once you have left your details. If you are interested in taking part please leave your contact details below.

Name.....
Telephone number.....
E mail address.....

Thank you very much for completing this part of the survey and providing us with feedback on the violence toolkit.

We would really appreciate it if you could spare a few more minutes of your time to give us feedback on the website.

The next 8 questions relate to the work related violence website.

17. How would you rate the following aspects of the website?

	Excellent	Good	Satisfactory	Poor	Very poor
Layout	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ease of navigation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clarity of the information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Content	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Usefulness of the information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

18. How would you rate the following sections of the website?

	Excellent	Good	Satisfactory	Poor	Very poor	Have not used
The Law (relevant legislation)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
From Experience (case studies)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information (useful links)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Licensed and retail premises (toolkit)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The web site overall	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

19. Why were you looking at the website? (please tick all that apply)

- There has been an incident in my organisation
- To help me with creating a new policy document
- I have been the victim of an incident
- To help me carry out a risk assessment
- To help me with ideas for minimising the threat of violence

20. How often do you access the website?	This is the first time <input type="checkbox"/> Daily <input type="checkbox"/> Weekly <input type="checkbox"/> Monthly <input type="checkbox"/> Other (please specify).....
21. When you have accessed the website have you found the information you required?	Always <input type="checkbox"/> Sometimes <input type="checkbox"/> Never <input type="checkbox"/>
22. What additional information would you like to see on the website?	
23. What do you like most about the website?	
24. What do you think could improve the work-related violence webpages?	

Thank you very much for taking the time to complete the survey. This information will help to inform the re-design of the toolkit and webpages.

6.2 APPENDIX 2: RECORD OF CONSENT FORM

Record of consent form

Date of interview	Name of participant	Initials of HSL interviewer	Consent to interview being recorded (Y/N)

6.2 APPENDIX 3: DUTY HOLDER INTERVIEW GUIDES

Evaluation of Work related violence toolkit – interview guide for the six duty holders who took part in phase one of the evaluation.

Introduction

Hi my name is ... and I am from the Health and Safety Laboratory.
We visited you last year to discuss work related violence.

We are now carrying out some further work on violence for the Health and Safety Executive. This is to gather views and opinions on the work related violence toolkit. We are doing this in order to inform the development of HSE's guidance and tools and to make them as useful as possible. Work related violence is defined as "any incident in which a person is abused, threatened or assaulted in circumstances relating to their work. This can include verbal abuse or threats as well as physical attacks".

Please could you tell me if you are aware of the work related violence toolkit. This is available on the HSE web site and also as a paper-based leaflet.

Note for researcher

This question set relates to the six case studies only – there is a separate question set for the other duty holders.

Only continue with the interview if they confirm they are aware of the toolkit. If they are not aware of the toolkit, offer to arrange for a copy to be sent to them / give them details of the web address AND thank them for their time – explain that we are only interested in talking to people who are aware of the toolkit and are able to comment on it.

If they are aware of the toolkit – continue with the interview:

We would like to invite you to take part in a telephone interview that should last no more than 30 minutes.

Everything that you say will remain anonymous and confidential, and you will not be identified in any documents we produce. However, with your permission, we would like to record the interview in order to ensure that we capture everything that you say fully.

Only the HSL research team will listen to the audio recording. The information will be stored in a secure locked cabinet that only we have access to, and it will be destroyed after the end of the research project. Are you happy to continue on this basis? Yes / No?

Do you have any questions before we start?

Demographic details

Note for researcher: Check that we already have the following information on the duty holder, from when the first interview was done – Do not ask for this if we already have it.

Q1. What type of organisation do you work for?

- | | | | |
|-------------------------------|--------------------------|--------------------------|--------------------------|
| Bank/financial | <input type="checkbox"/> | Bookmakers/gambling | <input type="checkbox"/> |
| Fast food outlet | <input type="checkbox"/> | Licensed premises (pubs) | <input type="checkbox"/> |
| Local Authority | <input type="checkbox"/> | Other alcohol retail | <input type="checkbox"/> |
| Regulator/licensing authority | <input type="checkbox"/> | Retail premises | <input type="checkbox"/> |
| Other (please specify)..... | | | |

Q2. What is your role in the organisation?

Q3. How many people does your organisation employ (everyone who works for the organisation, even if this is in a different location)?

- 0 – 4 5 – 49 50 – 249 250 + Don't know

Awareness

Q4. Please could you confirm how you heard about the work-related violence toolkit?

Probe: website/Leaflet etc

- | | | | |
|------------------------|--------------------------|---------------------------|--------------------------|
| Internet search | <input type="checkbox"/> | Local Authority Inspector | <input type="checkbox"/> |
| Word of mouth | <input type="checkbox"/> | Via a link in an e mail | <input type="checkbox"/> |
| HSE Publicity | <input type="checkbox"/> | Other publicity | <input type="checkbox"/> |
| Other (Please specify) | | | |

Use and usefulness

Q5. Have you used the HSE work related violence toolkit? (NB if they responded to the web survey, they will have already said yes or no)

Probe: If yes, how have you used the toolkit? (get an example if possible)

Probe: If no – why have you not used it – explore barriers to using it – what would support you to use it? Go to Question 8

Q6. Did you find the toolkit useful?

Probe: Could you explain why you say this?
(Explore why it was useful/not useful – why it was acceptable/not acceptable)

Probe: what could make it more useful?

Rating of the toolkit

Q7. Do you think that the toolkit could be improved?

Probe: How could it be improved?

Probe: What else (if anything) would you like it to cover?

Effect and Impact

Q8. Have you made any changes to the way in which you manage violence at work?

Probe: If yes - Were these changes made as a result of using the toolkit?

Probe: What were these changes?

Probe: Why did you make these changes?

Probe: Have you carried out a risk assessment?

Probe – If no could you explain why you have not made any changes? Go to Question 10

Q9. Do you think these changes have had an impact on how work related violence is dealt with in your workplace?

Probe: Can you describe any difference(s) you have seen in work related violence?

Any reductions in work related violence?

Probe: Have the changes you have made to managing violence at work led to changes in the way you manage health and safety in general?

Probe: If yes, could you describe what these are please?

Other

Q10. Are there any other comments you would like to make regarding the work-related violence toolkit?

Thank you very much for taking part in this interview and contributing to the development of the work-related violence guidance and tools.

Evaluation of Work related violence toolkit – interview guide for duty holders

Introduction

Hi my name is ... and I am from the Health and Safety Laboratory.

We are carrying out some work on behalf of the Health and Safety Executive to gather views and opinions on the work related violence toolkit. We are doing this in order to inform the development of HSE's guidance and tools and to make them as useful as possible. Work related violence is defined as "any incident in which a person is abused, threatened or assaulted in circumstances relating to their work. This can include verbal abuse or threats as well as physical attacks".

Note for researcher.

There are 2 possible ways in which duty holders could have been recruited – so need to select from 2 possible beginnings to the interview:

- 1. If they responded to the web survey: Thank you for completing the web survey on violence, and for leaving your contact details.*
- 2. If they have been recruited by a LA Inspector: Your name has been recommended to us by a Local Authority Inspector as someone who may be able to help provide us with information on the HSE's work related violence toolkit.*

Note – the researcher also needs to select the part of Section 1 that relates to how the duty holder was recruited AND ask Section 2 to ALL duty holders.

We would like to invite you to take part in a telephone interview that should last no more than 30 minutes.

Everything that you say will remain anonymous and confidential, and you will not be identified in any documents we produce. However, with your permission, we would like to record the interview in order to ensure that we capture everything that you say fully.

Only the HSL research team will listen to the audio recording. The information will be stored in a secure locked cabinet that only we have access to, and it will be destroyed after the end of the research project. Are you happy to continue on this basis? Yes / No?

Do you have any questions before we start?

Section 1

Part 1 - For duty holders who responded to the web survey only.

Demographic details

Note for researcher: Check that duty holder has provided the following details on the web survey – if not, obtain these from them, in the same response format as on the web survey.

Q1. What type of organisation do you work for?

- | | | | |
|-------------------------------|--------------------------|--------------------------|--------------------------|
| Bank/financial | <input type="checkbox"/> | Bookmakers/gambling | <input type="checkbox"/> |
| Fast food outlet | <input type="checkbox"/> | Licensed premises (pubs) | <input type="checkbox"/> |
| Local Authority | <input type="checkbox"/> | Other alcohol retail | <input type="checkbox"/> |
| Regulator/licensing authority | <input type="checkbox"/> | Retail premises | <input type="checkbox"/> |
| Other (please specify)..... | | | |

Q2. What is your role in the organisation?

Q3. How many people does your organisation employ (everyone who works for the organisation, even if this is in a different location)?

- 0 – 4 5 – 49 50 – 249 250 + Don't know

Awareness

Q4. Please could you confirm how you heard about the work-related violence toolkit?

Probe: website/Leaflet etc (NB they will have already answered this question in web survey, so just confirm their answer)

- | | | | |
|------------------------|--------------------------|---------------------------|--------------------------|
| Internet search | <input type="checkbox"/> | Local Authority Inspector | <input type="checkbox"/> |
| Word of mouth | <input type="checkbox"/> | Via a link in an e mail | <input type="checkbox"/> |
| HSE Publicity | <input type="checkbox"/> | Other publicity | <input type="checkbox"/> |
| Other (Please specify) | | | |

Rating of the toolkit

Note for researcher - taking in to consideration the responses the duty holder gave to the web survey please follow up on the two questions below – whilst also bearing in mind the ratings they have given to the toolkit (questions 9 and 10 of the on line questionnaire).

Q5. Do you think the toolkit could be improved?

Probe: How could it be improved?
(explore the aspects they rated as poor / very poor)

Probe: What else (if anything) would you like it to cover?

Section 1

Part 2 - For duty holders who have been recruited by a Local Authority Inspector

Demographic details

Q6. What type of organisation do you work for?

- | | | | |
|-------------------------------|--------------------------|--------------------------|--------------------------|
| Bank/financial | <input type="checkbox"/> | Bookmakers/gambling | <input type="checkbox"/> |
| Fast food outlet | <input type="checkbox"/> | Licensed premises (pubs) | <input type="checkbox"/> |
| Local Authority | <input type="checkbox"/> | Other alcohol retail | <input type="checkbox"/> |
| Regulator/licensing authority | <input type="checkbox"/> | Retail premises | <input type="checkbox"/> |
| Other (please specify)..... | | | |

Q7. What is your role in the organisation?

Q8. How many people does your organisation employ (everyone who works for the organisation, even if this is in a different location)?

- 0 – 4 5 – 49 50 – 249 250 + Don't know

Awareness

Q9. How did you hear about the work-related violence toolkit?

Probe: Website / Leaflet / LA Inspector?

- | | | | |
|------------------------|--------------------------|---------------------------|--------------------------|
| Internet search | <input type="checkbox"/> | Local Authority Inspector | <input type="checkbox"/> |
| Word of mouth | <input type="checkbox"/> | Via a link in an e mail | <input type="checkbox"/> |
| HSE Publicity | <input type="checkbox"/> | Other publicity | <input type="checkbox"/> |
| Other (Please specify) | | | |

Section 2

Questions to ask ALL duty holders

Use and usefulness

Q10. Have you used the HSE work related violence toolkit? *(NB if they responded to the web survey, they will have already said yes or no)*

Probe: If yes, how have you used the toolkit? (get an example if possible)

Probe: If no – why have you not used it – explore barriers to using it – what would support you to use it? (Go to Q12)

Q11. Did you find the toolkit useful?

Probe: Could you explain why you say this?
(Explore why it was useful/not useful – why it was acceptable/not acceptable)

Probe: what could make it more useful?

Effect and Impact

Q12. Have there been any violent incidents in your workplace in the last three months?

Q13. Have you made any changes to the way in which you manage violence at work?

Probe: Were these changes made as a result of using the toolkit?

Probe: What were these changes?

Probe: Why did you make these changes?

Probe: Have you carried out a risk assessment?

Probe – If no could you explain why you have not made any changes? Go to Question 16

Q14. Do you think these changes have had an impact on how work related violence is dealt with in your workplace?

Probe: Can you describe any difference(s) you have seen in work related violence?
Any reductions in work related violence?

Probe: Have the changes you have made to managing violence at work led to changes in the way you manage health and safety in general?

Probe: If yes, could you describe what these are please?

Other

Q1. Are there any other comments you would like to make regarding the work-related violence toolkit?

Thank you very much for taking part in this interview and contributing to the development of the work-related violence guidance and tools.

6.3 APPENDIX 4: LOCAL AUTHORITY INSPECTOR INTERVIEW GUIDE

Evaluation of Work related violence toolkit – interview guide for Local Authority Inspectors

Introduction

Hi my name is ... and I am from the Health and Safety Laboratory.

We are carrying out some work on behalf of the Health and Safety Executive to gather views and opinions on the work related violence toolkit. We are doing this in order to inform the development of HSE's guidance and tools and to make them as useful as possible. Work related violence is defined as "any incident in which a person is abused, threatened or assaulted in circumstances relating to their work. This can include verbal abuse or threats as well as physical attacks".

Note for researchers. Whilst we are interested in interviewing inspectors who can recruit 2 duty holders for us, this is not a necessary condition for continuing with the interview. If the Inspector says 'no' then please still continue with the interview AND just omit the very last interview question.

There are 3 possible ways in which LA inspectors could have been recruited – so need to select from 3 possible beginnings to the interview:

- 1. If they responded to the web survey:*** Thank you for completing the web survey on the violence toolkit and website, and for leaving your contact details.
- 2. If they have responded to the Local Authority newsletter (and got in contact with HSL via e-mail):*** Thank you for responding to the Local Authority newsletter and agreeing to give your views and opinions on the work related violence toolkit.
- 3. If they have been recruited by the HSE partnership managers:*** Your name has been recommended to us by HSE as someone who may be able to help provide us with information on the HSE's work related violence toolkit.

We would like to invite you to take part in a telephone interview that should last no more than 30 minutes.

Everything that you say will remain anonymous and confidential, and you will not be identified in any documents we produce. However, with your permission, we would like to record the interview in order to ensure that we capture everything that you say fully.

Only the HSL research team will listen to the audio recording. The information will be stored in a secure locked cabinet that only we have access to, and it will be destroyed after the end of the research project. Are you happy to continue on this basis? Yes / No?

Do you have any questions before we start?

Awareness

Q1. How did you hear about the work-related violence toolkit?

Probe: website/Leaflet etc (*NB If they have already answered this question in the web survey, DO NOT ask it again*)

Use and usefulness

Q2. Have you used the HSE work related violence toolkit?

Probe: **If yes**, how have you used the toolkit? (get example if possible)

Probe: Could you describe how you have disseminated the toolkit to duty holders?

Probe: **If no** – why have you not used it – explore barriers to using it – what would support you to use it? (**Go to question 8**)

Q3. Did you find the toolkit useful?

Probe: Could you explain why you say this?
(Explore why it was useful/not useful – why it was acceptable/not acceptable)

Probe: what could make it more useful?

Rating of the toolkit

Note for researcher – If the Inspector has completed the web survey, take in to consideration the ratings they gave when you ask the next two questions. Note that they may have already given answers to these questions for question 4.

Q4. Do you think the toolkit could be improved?

Probe: How could it be improved?
(explore aspects they rated as poor / very poor if they completed the web survey)

Probe: What else (if anything) would you like it to cover?

Effect and Impact

Q5. Has the toolkit led you to make changes to how you deal with duty holders and work related violence?

If YES:

Probe: What changes have you made?

Probe: Why did you make these changes?

Probe: What impact do you think these changes have had?

Q6. What impact do you think the toolkit has had on the way duty holders manage work related violence

Probe: Has it increased the number of duty holders carrying out risk assessments?

Probe: Has it had any other impact?

Other

Q7. Are there any other comments you would like to make regarding the work-related violence toolkit?

We are interested in talking to Local Authority Inspectors who have had some contact with duty holders on the topic of work related violence. Would you be able to recommend TWO duty holders that you think would be willing to speak to us? These might be duty holders who you have given information to about the toolkit, or given them the paper based leaflet, or supported them with work place violence. Talking to both Inspectors and duty holders will help us to obtain information from a number of perspectives to support the development of the violence toolkit. Yes / No?

Q8. At the beginning of the interview, you confirmed that you could recommend two duty holders who would speak to us about work related violence.

Would you be willing to approach the two duty holders and gain their consent to be contacted by us, so we can invite them to participate in a telephone interview? Please could you then pass the contact details of the duty holders on to us within the next 2 weeks? You can provide this by e-mail or telephone and my contact details at HSL are emma.wilde@hsl.gov.uk 01298 218370.

We would be very grateful if we could contact you again once you have provided us with details of two duty holders. This would be for us to obtain a brief outline about the duty holders (the type of business, number of employees) how you have worked with them and the effect you believe that this has had on work related violence.

Thank you very much for taking part in this interview and contributing to the development of the work-related violence guidance and tools.

6.4 APPENDIX 5: STAKEHOLDER INTERVIEW GUIDE

Evaluation of Work related violence toolkit – interview guide for Stakeholders

Introduction

Hi my name is ... and I am from the Health and Safety Laboratory.

We are carrying out some work on behalf of the Health and Safety Executive to gather views and opinions on the work related violence toolkit. We are doing this in order to inform the development of HSE's guidance and tools and to make them as useful as possible. Work related violence is defined as "any incident in which a person is abused, threatened or assaulted in circumstances relating to their work. This can include verbal abuse or threats as well as physical attacks".

As a stakeholder in the toolkit we are interested in understanding your involvement in the toolkit. We are also interested in your views and opinions of the toolkit, i.e. what could be improved and any impact you think the toolkit has had.

We would like to invite you to take part in a telephone interview that should last no more than 30 minutes.

Everything that you say will remain anonymous and confidential, and you will not be identified in any documents we produce. However, with your permission, we would like to record the interview in order to ensure that we capture everything that you say fully.

Only the HSL research team will listen to the audio recording. The information will be stored in a secure locked cabinet that only we have access to, and it will be destroyed after the end of the research project. Are you happy to continue on this basis? Yes / No?

Do you have any questions before we start?

1. Could you please tell me about your involvement in the violence toolkit?

Were you involved in its development?

What do you know about it?

2. What impact do you think the toolkit has had? (i.e. your perceptions of its impact)

On how LA inspectors work with duty holders?

Impact on how duty holders manage work related violence?

3. How do you think the toolkit could be improved?

4. Please could you tell us how you think HSE can ensure that the toolkit reaches its intended target audience (i.e. SMEs)

5. Please could you say how you think HSE can ensure that the target audience (SMEs) make use of the toolkit.

Follow up evaluation of HSE's web based Work-Related Violence Toolkit

This project is the second phase of the evaluation of the 'Managing violence in licensed and retail premises' toolkit. The toolkit is aimed at duty holders in licensed and retail premises and is also intended as a resource for Local Authority inspectors.

The HSE was interested in collecting feedback about the toolkit from people who had used it and were, therefore, able to comment on its usability and effectiveness. The evaluation used an online survey placed on the HSE violence website, and semi-structured telephone interviews to collect data from duty holders, Local Authority inspectors and stakeholders in the toolkit.

Findings indicated that although a large number of respondents were aware of the toolkit, a small number (28) had actually used it. The majority of those users said that they had found it helpful. The main groups using the toolkit were Local Authorities and the licensed and retail sectors, which represents the HSE target audience. Although, the findings indicate that the toolkit is not reaching the small and medium enterprises (SMEs) within these sectors, ie those organisations employing less than 250 people. The respondents from outside the target audience represented housing, healthcare and training and consultancy organisations.

The telephone interviews generated insights about how duty holders and Local Authority inspectors use the toolkit. Duty holders used it as a source of reference to update existing policies and procedures, and as a source of best practice to compare existing approaches against. Local Authority inspectors found the toolkit useful when explaining the issue of work related violence to duty holders.

This report and the work it describes were funded by the Health and Safety Executive (HSE). Its contents, including any opinions and/or conclusions expressed, are those of the authors alone and do not necessarily reflect HSE policy.